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AUTHORITY

AGO D/A ltr, 29 Apr 1980

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DEPARTMENT OF THE ARMY

OFFICE OF THE ADJUTANT GENERAL

WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGAM-P (M) (16 Jun 67) FOR OT

21 June 1967

SUBJECT: Operational Report - Lessons Learned, 159th Transportation Battalion (Terminal)

TO: SEE DISTRIBUTION

1. Forwarded as inclosure is Operational Report - Lessons Learned, 159th Transportation Battalion (Terminal) for quarterly period ending 31 January 1967. Information contained in this report should be reviewed and evaluated by CDC in accordance with paragraph 6f of AR 1-19 and by CONARC in accordance with paragraph 6c and d of AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to the Commandants of the Service Schools to insure appropriate benefits in the future from lessons learned during current operations, and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

1 Incl
as

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(Continued on page 2)

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Gen. Chas. H. Hays
Dep. G. Hays
Whiff DC 20301

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DEPARTMENT OF THE ARMY
159TH TRANSPORTATION BATTALION (TERMINAL)
APO 96238

AVCA QN-TTRCO

14 February 1967

SUBJECT: Operational Report on Lessons Learned for Quarterly Period
Ending 31 January 1967, (RCS CSGPO-28 (RI))

TO: SEE DISTRIBUTION:

SECTION I

SIGNIFICANT ORGANIZATIONAL ACTIVITIES

The mission of the 159th Transportation Battalion (Terminal) was significantly altered on 21 November 1966 when two terminal service units were attached. This action by the 5th Transportation Command (Terminal A) converted the battalion operation from that of strictly lighterage operations to a true terminal responsibility of both lighterage and stevedore functions. Along with the two terminal service companies came the full responsibility to operate two major cargo discharge points, the LST Beach, and a floating lighterage and barge discharge pier, called the "Can Docks". The 394th Transportation Battalion (Terminal), a sister battalion also under the 5th Transportation Command (Terminal A), relinquished operational responsibility for these two areas and now concentrates on cargo operations from a newly constructed De Long Pier in the inner harbor of the Port of Qui Nhon, Vietnam. The following units are now attached to the 159th Transportation Battalion (Terminal):

- 14th Transportation Platoon (BARC)
- 268th Transportation Detachment (Supply)
- 272nd Transportation Detachment (Tug)
- 274th Transportation Detachment (Crane)
- 285th Transportation Company (Terminal Service)
- 396th Transportation Detachment (Barge)
- 474th Transportation Detachment (Reefer)
- 485th Transportation Detachment (Reefer)
- 522nd Transportation Platoon (BARC)
- 544th Transportation Company (Medium Boat)
- 554th Transportation Platoon (BARC)
- 585th Transportation Detachment (Materials Handling)
- 854th Transportation Company (Terminal Service)
- 1098th Transportation Company (Medium Boat)

With these resources of men and equipment, the 159th is fulfilling the following mission:

- a. Providing command, administrative, technical, and operational supervision for attached units.
- b. Transporting, as required, all personnel, equipment, supplies, etc., from ship to shore and/or from shore to ship in the harbor of Qui Nhon.
- c. Transporting by water from and/or to the harbor of Qui Nhon to any other point personnel, equipment, supplies, etc., as directed.
- d. Maintaining operational control and maintenance supervision over the barges and tugs of the civilian contracted firm of Han Jin Transportation Company
- e. Discharging and/or backloading cargo from deep draft vessels to lighterage and lighterage to trucks or beach and vice versa.
- f. Discharging and/or backloading cargo from LST's to truck and/or beach and vice versa.
- g. Supervising Han Jin stevedore operations on Can Dock and on vessels at anchorage.

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SECTION II

PART I

OBSERVATIONS (LESSONS LEARNED)

1. Personnel:

Item: Personnel Shortages

Discussion: Non-operational requirements for man-power imposed by this or higher headquarters to perform necessary security and fatigue-type work has imposed some limitation on mission capability. This is particularly aggravated in some units which are understrength due to a lack of timely replacements, such as the 285th Transportation Company (Terminal Service) which has been operating at a nearly one-third understrength level since being attached to this battalion.

Observations: Aside from the obvious problems of manpower replacement which cannot be solved at this level, a couple of items become apparent. Firstly, the practice of hiring and training local national personnel to perform both fatigue and mission type work has relieved much pressure on personnel resources. Vietnamese nationals have proven effective as stevedores, seamen and, in some cases, engineer's helpers. Training is tedious, and turn-over hampers reaching proficient skill levels, but despite the drawbacks, these individuals have made a definite contribution. Care must be taken to plan for shortages during holiday periods, however. Secondly, careful planning must be undertaken to reduce the effect of a period of rotational hump when many men in one unit rotate at the same approximate time. Resources must be screened to provide a proper overlap for training replacements and maintaining mission capability. This can be done by shifting skilled personnel within the command, and spreading the rotational period over a two-month to ten-week time frame.

2. Operations:

a. Item: Reduced Cargo Operations

Discussion: Cargo operations were reduced in the outer harbor throughout the reporting period because of high winds and heavy seas caused by the winter monsoon season.

Observation: The construction and utilization of the De Long Pier in the inner harbor offset the partially reduced operations in the outer harbor, so that the overall loss in tonnage was not too great. To further compensate for the bad weather, additional ships were assigned anchorages in the inner harbor and two ships were breasted on the vessels moored to the outer facing of the De Long Pier.

b. Item: Slow Troop Movements

Discussion: The weather that adversely affected cargo operations also hampered the discharge of troop ships.

Observation: The use of save-all nets and Jacobs ladders from ship-side into LCM's proved highly successful in discharging troops and transporting them to shore during the rough weather. BARC's were used in periods of good weather, but were not considered safe for the discharge of troops in rough seas.

c. Item: Beach Erosion

Discussion: During the high tides and rough weather there was considerable gouging and eroding of the LST Beach, causing a substantial loss of cargo storage space on the beach.

Observation: Engineers have begun the use of a rock fill in the beach area to replace the many sections affected by the extreme erosion of the monsoon weather.

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d. Item: Backloading Korean Troops

Discussion: Republic of Korea personnel who are backloaded on lighterage (usually BARC's) for transfer to a troop ship do not ship hold baggage separately. Instead, at the time of departure from Vietnam, all baggage is hand carried. To move both troops and accompanying baggage in the same BARC proved to be a dangerous practice because even a moderate sea would cause hazardous conditions of personnel attempting to carry their own baggage up a ship's ladder.

Observation: The safest method to transport both personnel and quantities of baggage is to load each in separate BARC's. Once at shipside, the baggage is loaded via cargo nets, and troops safely climb boarding ladders unencumbered to reclaim their personal gear on deck.

e. Item: BARC Tire Pressure

Discussion: The BARC operator's manual states normal operating pressure for BARC tires is 50 psi. However, at this pressure, when wheels are even slightly out of line at the time of beaching, the bead can be broken and a flat tire result.

Observation: A tire pressure of 70 psi has proven to be satisfactory.

f. Item: Stevedore Crew Change

Discussion: Because terminal service companies do not have enough organic vehicle transportation to transport a shift change in one trip, (a situation further aggravated by levies for vehicles), a great amount of lost time has resulted. Trucks are having to make two trips each to make a complete change, resulting in additional mileage as well as man-hours lost in crews waiting for the complete shift to be assembled.

Observation: Crew change, while still made on a two-trip basis, is sometimes alleviated by the use of S&P trailers (when available), and "cattle car" personnel trailers (when available). Weather conditions permitting, LCM's and BARC's can make shift changes on the beaches near where the terminal service units are billeted. This is dependent also on available lighterage.

g. Item: Platoon Structure

Discussion: For operational purposes, a day is split into two 12-hour shifts. Medium boat company platoons also had been split according to the two-shift standard. This resulted in half the boats being controlled by each platoon, and only half of each platoon working on any shift. The 544th Transportation Company (Medium Boat) decided to schedule one entire platoon for each twelve-hour shift in order to better take advantage of the integrity and control inherent within the platoon organization.

Observation: Though many administrative items were simplified as a result of the change, preventive maintenance on the boats suffered due to the lack of direct responsibility for any particular vessel, and too great an effort had to be expended to insure proper maintenance to be worth the administrative simplification derived.

3. Training

a. Item: Untrained Personnel

Discussion: Two boat companies and one terminal service company of this battalion experienced a large turnover of personnel during the month of January, and the replacements received in these units were, for the most part, untrained and inexperienced in boat or stevedore operations. With the departure of the experienced personnel, there was a noticeable lack of proper operating technique and procedures.

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Observation: Formal training on all phases of boat operations were initiated by each medium boat company using a nucleus of experienced personnel as instructors. These classes, along with practical experience gained while on the job, are enabling new personnel to quickly attain the skills necessary for the successful operation of their boats. Similar situations were experienced by terminal service units, who relied heavily on experienced personnel for on-the-job training of stevedores and equipment operators. A side-product of this aggressive program was the development, particularly in terminal service units, of several excellent junior non-commissioned officers.

b. Item: Cross-training of BARC Crew Members

Discussion: The BARC operations section (all three platoons are operated jointly under a provisional company) has stressed the cross-training of individual crew members. As a result, seamen have been trained as engineers and engineers as operators when and where conditions permit.

Observation: In the recent rotation of members of the 522nd Transportation Platoon (BARC), cross-training of individual crew members provided a sound base for training new personnel, as well as insuring a smooth transition during the period of personnel turnover.

c. Item: Unit Training

Discussion: Some difficulty has been encountered in obtaining maximum attendance in unit training programs due to the 24-hours operation.

Observation: Most units have conducted required training classes two to three different times in a twenty-four hour period in order to reach all personnel. However, the availability of training aids and polished instructor personnel are limitations in all unit programs.

4. Intelligence (None)

5. Logistics

a. Item: Potable Water for Floating Craft

Discussion: The hand based water point for LCU's continues to be erratic. There have been numerous breakdowns at the point, and the present well is not adequate to supply water for increasing demands. Use of a 1,000 gallon tanker which is now organic to this headquarters is still not an adequate measure.

Observation: Previous recommendation for a sheltered water supply for vessels, by the use of a water barge or pipeline is still voiced. Additionally, the capacity of the present water site should be increased and new wells constructed to meet the increasing potable water demands in the Qui Nhon area.

b. Item: Line for Vessels

Discussion: Considerable difficulty has been experienced in obtaining seven to nine inch nylon or manila line from in-country sources and channels. The use of Red Ball channels and opportune sources have been the only means of obtaining this item.

Observation: The use of this large type line, especially nylon, is required for lighters used within the Port of Qui Nhon. Automatic stockage should be effected and all users in Vietnam be screened for annual requirements so that projected needs will be programmed to fill the supply system.

c. Item: Beaching of Landing Craft for Repair

Discussion: The method of using tractor dozers to retrieve vessels to the beach area for general maintenance continues to be unsatisfactory. Tide flooding, congestion of beach facilities and the use of obsolete A-frame cranes for retrieving landing craft hinders timely required maintenance of LCM's.

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Observation: The present marine maintenance beach should be expanded by a "dredge-in fill-out" method and a marine railway and four pull-on ramps be installed in this area. This, together with expanded sheltered maintenance facilities now under construction, will vastly improve the marine maintenance program.

d. Item: MHE Maintenance

Discussion: The battalion assumed control of the Qui Nhon LST Beach on 21 November 1966. It was determined that unit MHE maintenance facilities were in need of much improvement.

Observation: This headquarters has initiated actions to construct a consolidated semi-permanent hardstand MHE maintenance facility. In addition, new lights have been installed to assist in night repair. The construction of this repair facility will greatly improve the availability of MHE, in that the consolidated talent, clean facilities, and over all program of maintenance will be pooled, centralized, and properly supervised. Construction completion date is estimated late February 1967.

e. Item: Forklift Requirement

Discussion: A rough terrain forklift has been found to be an essential item of equipment in support of BARC maintenance. The excessive weight of the tires (3325 pounds) requires a forklift to remove and replace them. Even more importantly, the traversing forks on an RT permit proper replacement of the wheel hub without damage, which is likely when using a conventional forklift. Currently, an RT must be borrowed in support of BARC maintenance, but this has resulted in numerous maintenance hold-ups which could be avoided if an RT were organic. A USARV Form 17 (Request for Equipment in Excess of Authorized Allowances) has been submitted.

Observation: A rough terrain forklift is needed to provide prompt responsiveness to requirements of BARC maintenance.

f. Item: Crew Rations of Class A Vessels

Discussion: Difficulty has been encountered in providing Class "A" vessels (those upon which crews live) a proper ration breakdown in appropriate quantities. Arrangements were made for a commissary account for each vessel, but even the commissary would not issue rations in anything less than case lots, which has proved impractical for LCU's due to the relatively small number of crew members (12) and the limited refrigerated storage space.

Observation: Although not entirely satisfactory, crews must overcome the limitations of commissary accounts by pooling requirements. This arrangement is totally unsatisfactory during times when one or more LCU's are out of the harbor for an extended coastal mission.

SECTION II

PART II

RECOMMENDATIONS

None

David C. Thatcher
DAVID C. THATCHER
LTC, TC
Commanding

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DISTRIBUTION:

Commanding Officer, 5th Transportation Command (Terminal A) APO 96238
Commanding Officer, US Army Support Command, Qui Nhon, ATTN: AVCA QN-
GO (Historian), APO 96238
Commanding General, 1st Logistical Command, ATTN: AVCA-GO-O, APO 96307
Commanding General, US Army Vietnam, ATTN: AVC, APO 96307
Commander in Chief, US Army, Pacific, ATTN: GPOP-MH, APO US Forces 96557
Asst Chief of Staff for Force Development, Department of the Army,
Washington, D.C. 20310

6

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7
AVCA QN-TTCO (14 Feb 67) 1st Ind
SUBJECT: Operational Report on Lessons Learned for Quarterly Period
Ending 31 January 1967, (RCS CSGPO-28 (RI))

HEADQUARTERS 5th Transportation Command (Terminal A), APO 96238 28 FEB 1967

TO: Commanding Officer, US Army Support Command, Qui Nhon, ATTN:
AVCA QN-GO (Historian), APO 96238

Reference Section II, basic communication. The following comments are furnished:

a. Item 5a - Potable Water for Floating Craft. The present water point, located at a Vietnamese pier, is overtaxed at the present time. A deep water well and storage tanks, to include an eight-inch water line to the Qui Nhon pier, is scheduled during phase two of the present construction project in that area. Recommend this item be expeditiously approved with a high priority completion. This project should be completed during present phase of construction to prevent additional work of trenching, as area is being prepared for capping at present. This recommendation was submitted in previous report.

b. Item Number 5b - Line for Vessels. Each depot in an overseas theater supporting harbor craft operations should be required to stock, on an annual basis, twelve coils of seven to nine-inch nylon line.

c. Item Number 5c - Beaching of Landing Craft for Repairs. The location to construct an adequate marine maintenance facility has not been determined. Upon approval of an adequate location, a work order will be submitted giving specifications of work to be accomplished. This should be resolved in the very near future.

d. Item Number 5e - Forklift Requirements. Rough terrain forklifts are available and are organic to units attached. Normally, rough terrain forklifts will be available to assist in changing tires in any complex where the BARC is used extensively. In the event a BARC unit is deployed to an isolated area where rough terrain forklifts, or a suitable substitute, are not available, a letter of authorization should be approved.

e. Item Number 5f - Crew Rations of Class A Vessels. Arrangements have been made for the commissary to issue rations in less than case lots, which has alleviated the problem.

TEL: QNL 466

for *William C. Thatcher* Lt Col. TC
DAVID C. THATCHER
Lt Colonel, TC
Acting Commander

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AVCA-QN-GO(14 Feb 67)

2nd Ind

SUBJECT: Operational Report on Lessons Learned for Quarterly Period
Ending 31 January 1967 (RCS CSGPO-28(RI))

12 MAR 1967

HEADQUARTERS US ARMY SUPPORT COMMAND, QUI NHON, APO SAN FRANCISCO 96238

THRU: Commanding General, 1st Logistical Command, ATTN: AVCA-GO-O,
APO 96307
Deputy Commanding General, US Army, Vietnam, ATTN: AVHGC-DH,
APO 96307
Commander-in-Chief, US Army, Pacific, ATTN: GPOP-OT, APO 96558

TO: Assistant Chief of Staff for Force Development, Department of the Army,
Washington, D.C. 20310

Attached report is considered adequate with following comments:

a. Reference Section II, basic communication.

b. Item 5a - Information received from 45th Engineer Group indicates that the water line to the Qui Nhon pier is scheduled in Command Directive 65-201-05-T6S, Port Facilities, Qui Nhon, Increment 1. Work is to be performed by RMK contractor. If RMK is unable to complete water line project prior to their scheduled phase out, Engineer troop effort must be diverted to complete this high priority project.

FOR THE COMMANDER:

QNL 142/167



P.J. LEWIS
CPT, AGC

Assistant Adjutant General

8

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AVCA 30-0 (14 Feb 67) 3d Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 January 1967
(RCS CSFOR-65)

HEADQUARTERS, 1ST LOGISTICAL COMMAND, APO 96307 21 MAR 1967

TO: Commanding Officer, US Army Support Command, Qui Nhon, APO 96238

1. The Operational Report - Lessons Learned for the 159th Transportation Battalion forwarded by your headquarters is returned for additional information.

2. Section I, Significant Organization Activities, should contain in narrative form, activities relating not only to what happened, but how and why and the underlying reasons governing decisions including the outcome, whether favorable or unfavorable. This must be an impartial and factual account of the organization's principal operations, activities and administration. This necessitates input from all staff sections, and eliminates the requirement to submit a separate Historical Report.

3. The Lessons Learned are commendable.

4. Request your Headquarters review USARV Regulation 870-2 and forward the corrective action outlined in paragraph 2 above by indorsement to this Headquarters NLT 3 April 1967.

FOR THE COMMANDER:

TEL: Lynx 430/782

1 Incl
as

J. Charles Hall, 2d Lt

Frank E. Boring
Cpt, AGC
Asst Adjutant General

9

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AVCA-QN-GO (14 Feb 67) : 4th Ind
SUBJECT: Operational Report on Lessons Learned for Quarterly Period
Ending 31 January 1967, (RCS CSGPO-28 (RI))

10

HEADQUARTERS, US ARMY SUPPORT COMMAND, QUI NHON, APO 96238 24 MAR 1967

TO: Commanding Officer, 5th Transportation Command (Terminal A),
APO 96238

1. Recommend you review and become familiar with USARV Reg 870-2,
dated 19 July 1966.

2. Necessary action will be initiated to preclude submission of
unacceptable reports in the future.

3. Request corrective action as required by 3d indorsement and
forward to this headquarters NLT 31 March 1967.

FOR THE COMMANDER:



F. J. LEWIS

CPT, AGC

Asst Adjutant General

TEL: QNL 167/142

1 Incl
nc

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11 AVCA QN-TTC (14 Feb 67)

5th Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1967
(RCS CSFOR-65)


HEADQUARTERS 5th Transportation Command (Terminal A), APO 96238 25 MAR 1967

TO: Commanding Officer, 159th Transportation Battalion (Terminal),
APO 96238

Returned for compliance with 3rd Indorsement and return to this
Headquarters NLT 30 March 1967.

FOR THE COMMANDER:

TEL: ONL 470


D. E. RUBENDALL
MAJ, AGC
Adjutant

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AVCA-QN-TTR-3 (14 Feb 1967) 6th Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 January 1967 (RCS CSFOR - 65) 12

HEADQUARTERS, 159TH TRANSPORTATION BATTALION (TERMINAL), APO 96238 30 Mar 1967

TO: Commanding Officer, 5th Transportation Command (Terminal A), APO 96238

Forwarded in compliance with 3rd Indorsement.

FOR THE COMMANDER:

TEL: QML 159


JOHN H. ADAMS
CIB, USA
Assistant Adjutant

12

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13
AVCA QN-TTC (14 Feb 67) 7th Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 January
1967 (RCS CSFOR - 65)

HEADQUARTERS 5th Transportation Command (Terminal A) APO 96238 1 APR 1967

TO: Commanding Officer, US Army Support Command, Qui Nhon, APO 96238

Returned in compliance with 4th Indorsement.

FOR THE COMMANDER:

1 Incl.
n/c

TEL: QNL 470


J. E. RUBENDALL
MAJ, AGC
Adjutant

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AVCA-QN-GO-O (14 Feb 67) 8th Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 January
1967 (RCS CSFOR - 65) 14

HEADQUARTERS, US ARMY SUPPORT COMMAND, QUI NHON, APO 96238 5 APR 1967

TO: Commanding General, 1st Logistical Command, ATTN: AVCA GO-O,
APO 96307

Returned in compliance with 3d Indorsement.

FOR THE COMMANDER:

TEL: QNL 167/562

1 Incl
nc

WILLIAM R. ROSS
CPT, AGC
Asst Adjutant General

14

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AVCA GO-O (14 Feb 67) 9th Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 January
1967 (RCS CSFCR-65)

HEADQUARTERS, 1ST LOGISTICAL COMMAND, APO 96307 8 APR 1967

TO: Deputy Commanding General, United States Army Vietnam, ATTN:
AVHGC-DH, APO 96307

1. The Operational Report - Lessons Learned submitted by the 159th Transportation Battalion for the quarterly period ending 31 January 1967 is forwarded herewith.

2. Reference paragraph 1, page 2: Current strength figures at this headquarters show that the 159th Transportation Battalion, including all attached units, is understrength only 25 personnel as of 17 March 1967. Concur that careful planning must be made to reduce the rotational hump.

3. The 159th Transportation Battalion engaged in combat support operations for 92 days during the reporting period.

4. Concur with the basic report as modified by the comments contained in the preceding indorsements. The report is considered adequate.

FOR THE COMMANDER:

TEL: Lynx 430/782

Timothy S O'Hara 1Lt
for J. C. YINCHER, III
Captain, AGC
Asst Adjutant General

15

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AVHGC-DST (15 Feb 67) 10th Ind
SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 January 1967 (RCS CSFOR-65)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96307 9 MAY 1967

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-OT
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 January 1967 from Headquarters, 159th Transportation Battalion (Terminal) as indorsed.

2. Pertinent comments follow:


a. Reference Paragraph 5a, Page 4; Paragraph a, 1st Indorsement; and Paragraph b, 2d Indorsement, concerning potable water for floating craft: This request has been included in US Army Engineer Command Directive 65-201-05-T65. The relative priority to be given this project will be determined by the USARV Facilities Review Board at their next meeting.

b. Reference Paragraph 5b, Page 4; and Paragraph b, 1st Indorsement, concerning nylon lines for vessels: Stockage levels of the seven to nine inch line will be established automatically and updated at depot level based on demands. However, depot demand may be so low as to preclude an ASL stockage. Units should forecast requirements and submit requisitions far enough in advance to allow the depot to procure the line.

c. Reference Paragraph 5c, Page 5, and Paragraph d, 1st Indorsement, concerning forklift requirements: Paragraph 22e, AR 310-34 provides guidance for securing equipment on temporary loan for non-continuing requirements. If equipment is required on a permanent basis by a specific unit, MTOE should be submitted by that unit in accordance with the provisions of USARV Message (U) AVHGC-OT 12073, DTG 251132Z March 1967, subject: Changes in Equipment Authorization.

FOR THE COMMANDER:

1 Incl
no


E. L. KENNEDY
CIT, A.C.C.
Asst Adjutant General

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17

GPOP-OT (15 Feb 67) 11th Ind
SUBJECT: Operational Report - Lessons Learned for the Period Ending
31 January 1967 (RCS CSFOR-65), 159th Transportation
Battalion (Terminal)


HQ, US ARMY, PACIFIC, APO San Francisco 96558 2 JUN 1967

TO: Assistant Chief of Staff for Force Development, Department of the Army,
Washington, D. C. 20310

This headquarters concurs in the basic report as indorsed.

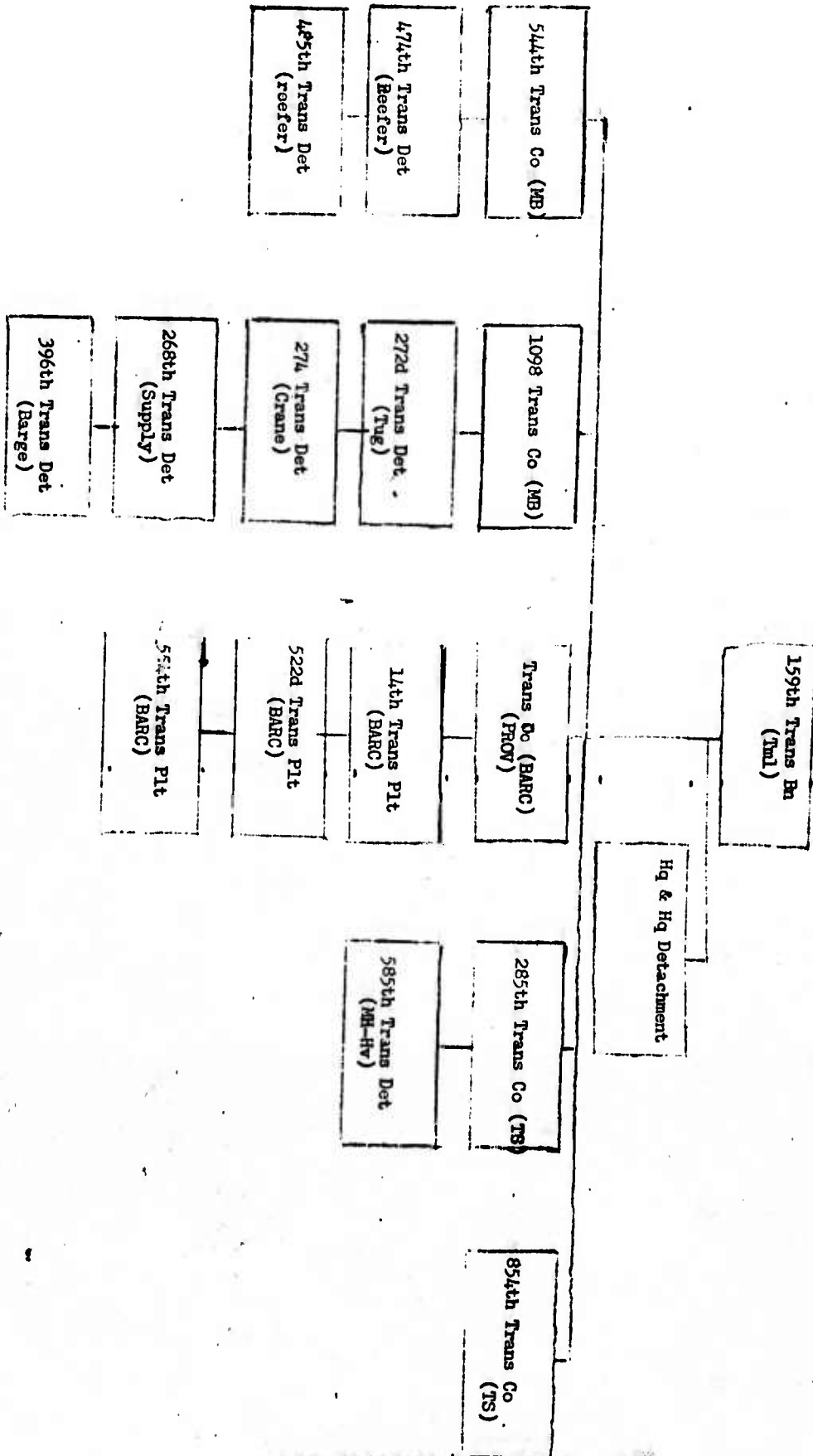
FOR THE COMMANDER IN CHIEF:

1 Incl
nc


H. SNIDER
CPT, AGC
Asst AG

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